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MEMORANDUM FOR: Director of Central Intelligence

FROM: Chairman, Career Service Committee

SUBJECT: Final Report

REFERENCES: a. "Progress Report", dated 22 January 1952, from Chairman, Career Service Committee to DCI
 b. "Career Service Progress Report", dated 7 March 1952, from DCI to Chairman, Career Service Committee

1. Organization and Procedure

The Career Service Committee, having completed its assignment, hereby submits its final report. Studies in process of development when the Committee's Progress Report (ref. a.) was submitted, as well as others since instituted as shown in Tab A, have been completed. Your recommendations (ref. b.) in connection with the Progress Report have been put into effect with the exceptions noted in Tab B.

2. Summary of the Career Service Program

The Committee believes that the carrying out of the Program (see Tab C) is a line responsibility, backed up by whatever staff support, guidance and assistance is necessary. The Program, which in the last analysis is no more than the integration of policies and practices of good operation, management, personnel and training, can progress no faster than the demand created for it by operating executives of the Agency. For this reason, the control of the Program is in the hands of line officers of the Agency (see Tab D wherein the organization and responsibilities of the Career Service Boards are covered in detail).

3. The Personnel Evaluation Report

The periodic evaluation (see Tab E) that will be made of each individual by his immediate supervisor is the most important tool in the operation of the Career Service Program. On these evaluations the plans for the development of individuals and other administrative actions affecting them are based. The Office of Training and the Personnel Office are currently preparing the program necessary to place this system in operation. The suggestions made by you regarding the signing of this Report by the subject have been carried out.

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4. Executive Inventory

An inventory of all personnel in grades GS 14, 15 and 16 is maintained by the CIA Career Service Board and is matched against present and anticipated top-level Agency positions. Individual development programs of those in the Executive Inventory can then be tailored to meet top-level needs; (see Tab F)

5. The Selection and Training of Professional Trainees

A Professional Selection Panel will be established under the direction of the CIA Career Service Board and will review selection standards for and the qualifications of all candidates up to and including GS 11. All new personnel recruited to fill professional positions will be required to complete a training program in the CIA Intelligence School. (see Tab G)

6. Rotation

One of the most effective methods of training CIA personnel, developing their latent talents and preparing those persons with high potential for more responsible positions is by means of rotation through one or more positions that can provide broadening experience. The methods, policies and controls that would govern rotation in CIA are shown in detail in Tab H.

7. Recommendation

It is recommended that you approve the report and authorize the immediate inauguration of the CIA Career Service Program.

Approved

WALTER REID WOLF

Chairman

Career Service Committee

WALTER D. SMITH

Attachments

- Tab A - Organization and Procedure
- Tab B - Action Taken on the Director's Recommendations of 7 March 1952
- Tab C - Summary of the Organization and Operation of the CIA Career Service Program
- Tab D - Organization, Relationships and Functions of the Career Service Boards
- Tab E - Personnel Evaluation Report
- Tab F - The Executive Inventory
- Tab G - The Selection and Training of Professional Trainees
- Tab H - Rotation

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